

Maturity Model Definition of Levels – General timeline					
Timeline	Level 1	Level 2	Level 3	Level 4	Level 5
	As-Is	Near Term	5-Year	8-10+ Years	10+ Years
CMS encourages and expects majority of state agencies to be at Level 3 within 5 years and Level 5 in approximately 10+ years. Agencies may be at Level 1 for some business processes and level 2 for others in the present time.	All technology, policy, and statutory enablers exist and are widely used. Agency complies with baseline requirements.	Now and next few years. All technology, policy, and statutory enablers exist and are widely used. Agency improves important parts of its business.	Technology is available but not widely used. New policy required to promote collaboration, data sharing, and consolidation of business processes.	Technology, policy under development. Cannot be certain of time frame. When available, will cause profound change and improvement in the business.	Technology, policy under development. Time of deployment is uncertain. When available, will allow agency to reach highest level of maturity envisioned at this time.
Member Management	As-Is	To-Be			
Provider Management	As-Is	To-Be			
Contactoer Management	As-Is	To-Be			
Operations Management	As-Is	To-Be			
Program Management	As-Is	To-Be			
Business Relationship Management	As-Is	To-Be			
Program Integrity Management	As-Is		To-Be		
Care Management	As-Is	To-Be			